What is claimed is:

1   1. A method of selecting a resource for a work item,

2 comprising;

3   determining available resources that possess skills needed by

4 the work item;

5   for each of the determined resources, determining a business

6 value of having the resource service the work item;

7   for each of the determined resources, determining a value to

8 the resource of servicing the work item; and

9   selecting a determined resource that has a best combined

10 value of the business value and the value to the resource, to serve the

11 work item.

1   2. The method of claim 1 wherein:

2   determining a business value comprises

3   determining the business value weighted by a business value

4 weight corresponding to the work item;

5   determining a value to the resource comprises

6   determining the value to the resource weighted by a resource

7 value weight corresponding to the work item; and

8   selecting comprises

9   selecting a determined resource that has a best combined

10 value of the weighted business value and the weighted value to the

11 resource.

1   3. The method of claim 2 wherein:

2   determining a business value comprises

3   determining a weighted business value as a product of (a) the

4 business value weight corresponding to the work item and (b) a sum of

5 products of a level of each said needed skill of the resource and a weight

6 of said needed skill of the work item; and

7 determining a value to the resource comprises

8 determining a weighted resource treatment value as a product

9 of (c) a resource treatment weight corresponding to the work item and (d)

10 a sum of products of each treatment of the resource and a weight of said

11 treatment of the resource.

1 4. The method of claim 3 wherein:

2 the sums of products are scaled sums, and

3 the treatments are scaled treatments.

1 5. The method of claim 4 wherein:

2 selecting comprises

3 selecting the determined resource that has a highest sum of the

4 weighted business value and the weighted resource treatment value.

1 6. The method of claim 3 wherein:

2 the resource treatments of a resource comprise a time since

3 the resource became available and a time that the resource has not spent

4 serving work items.

1 7. The method of claim 6 wherein:

2 the treatments of the resource further comprise a measure of

3 an effect that serving of the work item would have on a goal of the

4 resource.

1 8. The method of claim 7 wherein:

2 the measure of the effect comprises a difference between (a) a

3 distance of an actual allocation of worktime of the resource among skills

4 from a goal allocation of the worktime of the resource among the skills and

5 (b) a distance of an estimated allocation of the worktime of the resource

6   among the skills if the resource serves the work item from the goal

7   allocation.

1   9. A method of selecting a resource for a work item,

2   comprising:

3   determining available resources that possess skills needed by

4   the work item;

5   for each of the determined resources, determining a business

6   value comprising a sum across all skills of a product of a skill level of the

7   resource in the skill and a skill weight of the work item for the skill;

8   for each of the determined resources, determining a resource

9   treatment value comprising a sum across all resource treatments of a

10   product of a value of the resource for the resource treatment and a weight

11   of the work item for the resource treatment; and

12   selecting a determined resource that has a best combined

13   score of its business value and its resource treatment value, to serve the

14   work item

1   10. The method of claim 9 wherein:

2   the resource treatments of a resource comprise a time since

3   the resource became available, a time that the resource has spent not

4   serving work items, and a measure of an effect that serving the work item

5   would have on a goal of the resource.

1   11. The method of claim 9 wherein:

2   determining a business value comprises

3   determining a scaled business value comprising the business

4   value scaled by a first scaling factor that is common to all of the

5   determined resources;

6   determining a resource treatment value comprises

7   for each resource treatment, determining a scaled value of the

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8 resource comprising the value of the resource for that resource treatment

9 scaled by a scaling factor that is common for that resource treatment to all

10 of the determined resources, and

11   determining a scaled resource treatment value comprising a

12 sum, scaled by a second scaling factor that is common to all of the

13 determined resources, across all resource treatments of a product of the

14 scaled value of the resource for the resource treatment and a weight of

15 the work item for the resource treatment; and

16   selecting comprises

17   selecting a determined resource that has a best sum of its

18 scaled business value and its scaled resource treatment value to serve

19 the work item.

1   12. The method of claim 11 wherein:

2   each scaling factor comprises a fraction having in its

3 denominator a maximum value of the value to which said scaling factor

4 applies of any of the resources.

1   13. A method of selecting a work item for a resource,

2 comprising:

3   determining available work items that need skills possessed by

4 the resource;

5   for each of the determined work items, determining a business

6 value of having the resource service the work item;

7   for each of the determined work items, determining a value to

8 the work item of being serviced by the resource; and

9   selecting a determined work item that has a best combined

10 value of the business value and the value to the work item to be served by

11 the resource.

1   14. The method of claim 13 wherein:

2   determining business value comprises

3   determining the business value weighted by a business value

4 weight corresponding to the work item;

5   determining a value to the work item comprises

6   determining the value to the work item weighted by a work item

7 value weight corresponding to the work item; and

8   selecting comprises

9   selecting a determined work item that has a best combined

10 value of the weighted business value and the weighted value to the work

11 item.

1   15. The method of claim 14 wherein:

2   determining a business value comprises

3   determining a weighted business value as a product of (a) the

4 business value weight corresponding to the work item and (b) a sum of

5 products of a level of each said needed skill of the resource and a weight

6 of said needed skill of the work item; and

7   determining a value to the work item comprises

8   determining a weighted work item treatment value as a product

9 of (c) a work item treatment weight corresponding to the work item and (d)

10 a sum of products of each treatment of the work item and a weight of said

11 treatment of the work item.

1   16. The method of claim 15 wherein:

2   the sums of products are scaled sums, and

3   the treatments are scaled treatments.

1   17. The method of claim 16 wherein:

2   selecting comprises

3   selecting the determined work item that has a highest sum of

4 the weighted business value and the weighted work item treatment value.

1   18. The method of claim 15 wherein:

2   the work item treatments of a work item comprise a time that

3   the work item has been waiting for service and an estimated time that the

4   work item will have to wait for service.

1   19. The method of claim 18 wherein:

2   the treatments of a work item further comprise a time by which

3   the work item has exceeded its target wait time.

1   20. The method of claim 18 wherein:

2   the estimated wait time that the work item will have to wait for

3   service comprises a product of (a) a ratio of a total number of work items

4   waiting for service and an average number of work items waiting for

5   service and (b) a sum of average wait times of individual said needed

6   skills each weighted by a ratio of the weight of said individual skill and a

7   sum of the weights of the needed skills.

1   21. A method of selecting a work item for a resource,

2   comprising:

3   determining available work items that need skills possessed by

4   the resource;

5   for each of the determined work items, determining a business

6   value comprising a sum across all skills of a product of a skill level of the

7   resource in the skill and a skill weight of the work item for the skill;

8   for each of the determined work items, determining a work item

9   treatment value comprising a sum across all work item treatments of a

10   product of the value of the work item for the work item treatment and a

11   weight of the work item for the work item treatment; and

12   selecting a determined work item that has a best combined

13   score of its business value and work item treatment value, to be served by

14   the resource.

1   22. The method of claim 21 wherein:

2   the work item treatments of a work item comprise a time that

3   the work item has spent waiting to be serviced, an estimated time that the

4   item will spend waiting to be serviced, and a time by which the work item

5   has exceeded its target waiting time.

1   23. The method of claim 21 wherein:

2   determining a business value comprises

3   determining a scaled business value comprising the business

4   value scaled by a first scaling factor that is common to all of the

5   determined work items;

6   determining a work item treatment value comprises

7   for each work item treatment, determining a scaled value of the

8   work item comprising the value of the work item for that work item

9   treatment scaled by a scaling factor that is common for that work item

10   treatment to all of the determined work items, and

11   determining a scaled work item treatment value comprising a

12   sum, scaled by a second scaling factor that is common to all of the

13   determined work items, across all work item treatments of a product of the

14   scaled value of the work item for the work item treatment and a weight of

15   the work item for the work item treatment; and

16   selecting comprises

17   selecting a determined work item that has a best sum of its

18   scaled business value and its scaled work item treatment value, to be

19   served by the resource.

1   24. The method of claim 23 wherein:

2   each scaling factor comprises a fraction having in its

3   denominator a maximum value of the value to which said scaling factor

4   applies of any of the work items.

1   25. An apparatus that performs the method of any one of the

2   claims 1-24.

1   26. A computer-readable medium containing instructions

2   which, when executed in a computer, cause the computer to perform the

3   method of any one of claims 1-24.